

City of Mount Vernon, Iowa Municipal Strategic Plan 2013



October 2013

Table of Contents

Planning Area Prioritization	Page 6
Transportation Goal Priorities	Page 7
Economic Development Goal Priorities	Page 8
Utilities Goal Priorities	Page 9
Recreation and Culture Goal Priorities	Page 11
Community Betterment Goal Priorities	Page 12
Public Safety Goal Priorities	Page 12
Refuse and Recycling Goal Priorities	Page 13

Contributors

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Marianne Taylor	Council
Francesca Thompson	Council (Remove Steve Maurice)
Jamie Hampton	Council
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Marty Christensen	Council
Michael Beimer	City Administrator
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Mark Winder	Chief of Police
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Purpose

By defining the mission, values, and prioritized strategic goals for the City of Mount Vernon, this strategic plan shall guide the allocation of city resources through the annual budgeting process, development of capital project plans, and guide the general agenda and focus of staff and elected officials. Beyond regular operational activities, the efforts of the city government will be dedicated to achievement of the strategic goals while respecting the values and ultimately serving the mission.

Lifecycle of the Plan

This plan will be reviewed and updated annually to reflect any shift in priorities or changes internal or external to the community. The review will take place prior to capital project planning and budgeting process for the upcoming fiscal year.

Our Mission

To ensure the highest quality of life for our citizens and visitors through the efficient and effective provision of basic municipal services, and by promoting cultural, recreational, educational and economic opportunities, ~~and by~~ as well as protecting our history.

Our Values

Transparency and Inclusiveness

The business of the City of Mount Vernon will be conducted in an open manner, always striving to communicate and collaborate with our citizens and businesses, schools and churches, and with neighboring cities and governmental agencies.

Execution and Improvement

We strive for excellence in execution of our plans and duties, always mindful of opportunities to improve our performance in serving the community.

Safety and Wellness

Our concern for the safety and wellness of the citizens of Mount Vernon and our staff is reflected in our goals, policies, and actions.

Aesthetics

We believe in the positive influence of aesthetic quality on the general quality of life in a community, and thus will invest in the aesthetics of all capital improvement projects.

Quality and Sustainability

We value quality in our services and infrastructure, and will ensure the financial and environmental sustainability of our city services and the community as a whole.

Planning Framework

Eight municipal planning areas span the breadth of the functions and responsibilities of city government and provide a context within which strategic goals have been defined and prioritized in support of the mission. The goals are to be achieved through one or more projects or actions of city government.

Municipal Planning Areas

Economic Development

Creating jobs and increasing the property tax base.

Public Safety

Providing police and fire protection, and an ambulance service.

Transportation

Planning, building and maintaining our streets, trails, sidewalk system, and public transportation.

Utilities

Delivering water, wastewater, storm water, gas, electricity, and internet services.

Refuse and Recycling

Managing solid waste, recycling, yard waste, and brush to promote efficient use and disposal of materials.

Recreation and Culture

Providing youth and adult sports, public art, parks, community center, recreation facilities, trails, theater, festivals, historical programs, library, and wellness programs.

General Administration

Administering general government, information technology and human resources.

Community Betterment

Building streetscapes, gateways, and other improvements with Main Street/CDG and other development groups partners.

Planning Area Prioritization

Participants were asked to select the two planning areas in which they feel Mount Vernon ~~should make the most strategic (discretionary)-~~ needs investments or improvement.

Planning Area	% of votes	# of votes
Transportation - Streets, trails, sidewalk system, and public transportation (Dan, Loren)	66.7%	8
Economic Development - Creating jobs and increasing the property tax base	50.0%	6
Utilities - Delivery of water, wastewater, storm water, gas, electricity, internet	25.0%	3
Recreation and Culture - Youth and adult sports, public art, parks, community center, recreation trails, theater, festivals, historical programs, the library, wellness programs	25.0%	3
Community Betterment - Streetscapes, Gateways, Main Street/CDG (URP, CIP)	16.7%	2
Public Safety - Providing police and fire protection, and an ambulance service	8.3%	1
Refuse and Recycling - Management of solid waste, recycling, yard waste, and brush	8.3%	1

Strategic Goals and Actions

Goals were defined within each planning area by the working group. The goals were prioritized through a process where each participant was allowed to select two goals within each planning area, of those getting at least one prioritization vote, that they deemed to be of the most immediate strategic importance.

Transportation Goal Priorities

Goal	Votes
Complete master transportation plan <ul style="list-style-type: none"> complete street inventory and ratings (South half of the community has been inventoried and rated. North half needs to be inventoried and rated in the summer of 2014.) continue sidewalk improvement program (Re-inspect and re-notify parcels from the summer of 2013. Complete city portion of 2013 program. Begin inspection and notification for 2014 program. Develop an assessment program for unaddressed 2013 inspections.) prioritize street improvements (Review 5-year capital improvement program with help from the street ratings.) review street uses and classifications - current and future (Comprehensive Plan discussions with staff input.) consider embargos and/or truck routes (Comprehensive Plan discussions with staff input.) compile master plan (Comprehensive Plan discussions with staff input.) 	10
Provide additional safe, convenient, and attractive parking for the uptown district <ul style="list-style-type: none"> improve the north side municipal lot acquire additional land for parking improve south side municipal lot 	6
Promote non-automobile transportation (biking, walking, car pools/van pools) (URP)	4
Provide a commuter lot and facilities for a regional commuter transportation system <u>Promote shared/mass transportation</u>	1

Economic Development Goal Priorities

Goal	Votes
Promote Hwy 30/1 corridor development through zoning, etc. (Concept map has been completed with proposed by-pass and corridor improvements shown. Need to show existing utilities and proposed utility extensions to service north of the proposed bypass. Discuss long range drainage plan in this area. Decide what areas to annex and how to provide City services.)	7
Provide incentives to attract businesses and light industry	6
Recruit professional service providers (Chad Sands, ECICOG)	2
Develop affordable housing. <u>Develop sufficient and safe housing for students, the elderly and first time home buyers</u> (Chad Sands, ECICOG)	2
Fill existing commercial spaces (CDG)	1
Resolve issue of providing city services. <u>Promote different types of development north of the Union Pacific tracks</u> (Sanitary sewer capacity is available through the 2010 Sanitary Trunkline project. Water service capacity is available through the 2011 Watermain project. Decision needs to be made on how to connect and what interest there would be between new development, mobile home park and potential developers.)	1
<u>Develop holistic economic development plan</u>	
Promote our utilities capacity to potential industries	1
Coaching for small business startups	1
Business owner organization <u>Does CDG fulfill?</u>	1

Utilities Goal Priorities

Goal	Votes
<p>Improve the efficiency and sustainability of the wastewater treatment system</p> <ul style="list-style-type: none"> improve sludge management (Wulfekuhle Injection 2x yearly; working well, continue contract sludge hauling, explore additional options including de-watering methods. Impending disinfection requirements. Plan for installing disinfection system, more than likely ultra-violet.) implement treatment of wastewater effluent to meet particulate and disinfection standards (CIP) replace and maintain valves and pipes to improve the quality and continuity of service (Budget FY15) 	8
<p>Water System Maintenance</p> <ul style="list-style-type: none"> Continue valve maintenance program Start a valve replacement program Explore option of bid package for curb stop replacement program 	?
<p>Create and maintain a water and wastewater improvements plan using the GIS system as a data source</p> <ul style="list-style-type: none"> Water, sewer and stormwater utility maps have been created and are on a website. Need to continue updating the maps Water improvements plan to be developed and implemented to include existing watermain replacement and 1" lead line replacement Develop and implement a sanitary sewer repair and lining program from the televised and video records to reduce infiltration and inflow Purchase a hand-held GPS location device 	3
<p>Ensure good planning and design for storm water management in new developments and public improvement projects</p> <ul style="list-style-type: none"> Subdivision review Comprehensive stormwater plan for US Highway 30 bypass area Comprehensive stormwater plan for north of the UPRR tracks Stormwater detention ordinance 	3
<p>Ensure adequate funding for storm water management improvements</p> <ul style="list-style-type: none"> revise storm water fee schedule to charge based on area of pavement and structures (Done July 2013) 	3
<p>Improve the aesthetics of above ground utilities</p>	2

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<ul style="list-style-type: none"> • always include buried utilities in all major street reconstruction projects • replace telephone junction boxes with historically appropriate fittings/covers 	
Assure better access to high-speed communications and information networks	2
Encourage more efficient use of storm water <ul style="list-style-type: none"> • promote the use of rain barrels and cisterns (Use of City newsletter/website) <u>Done?</u> 	1

Recreation and Culture Goal Priorities

Goal	Votes
Complete development of the Community Center by the end of 2015	8
Complete master parks plan (Anticipated completion date of Dec 2013) <ul style="list-style-type: none"> complete parks inventory do planning future use for each park compare parks and recreation resources to national standards for parks facilities and services according to local demographics establish target metrics for parks and recreation facilities, programs, and citizen utilization 	6
Complete the inter-urban recreational trail system (Work continues on this, 5-year CIP)	2
Increase the amount of public art in the community (Decorative bike racks will be added, plus public art concept at the dog park. Continuing to find ways to include public art) <ul style="list-style-type: none"> Require the inclusion of public art in city improvement projects Plan for inclusion of public art in parks development Require public art in private development projects 	2
Connect the city's recreational trails with the regional trails network (Information sharing and discussions have taken place)	2
Increase the variety of, and level of participation in, parks and recreation arts programming (New programs added such as drawing, studio painting, jewelry making, clay and foil print classes)	1
Collaborate with other local entities to build a larger community theater facility (Waiting to see the future of the proposed wellness center)	1

Community Betterment Goal Priorities

Goal	Votes
Begin implementation of uptown streetscape plans (CIP/URP FY16/17) <ul style="list-style-type: none"> incorporate relevant improvements during the planned DOT highway + resurfacing project in the summer of 2013 involve historic preservation commission in final design for uptown streetscapes 	7
Continue to S support the CDG sufficiently to allow it to provide design and economic development services in collaboration with city government	6
Acquire-Provide professional city planning services (Chad Sands, ECICOG)	5
Ensure consistent use of the appropriate streetscape fixtures and design elements in all city improvement projects	4
Railroad quiet zones and noise abatement	

Public Safety Goal Priorities

Goal	Votes
Ensure adequate staffing of ambulance service 24/7/365 (Ongoing) <ul style="list-style-type: none"> Recruit city staff Gain agreement from businesses to allow employees to leave for calls 	7
Consolidate-Collaborate on public safety services with nearby entities (Lack of interest by Lisbon)	5
Provide adequate space for the police department (CIP)	4
Ensure adequate staffing of MVFD 24/7/365 (Ongoing) <ul style="list-style-type: none"> Recruit city staff Gain agreement from businesses to allow employees to leave for calls 	3
Provide a storm shelter for residents of the mobile home park (URP)	1
Additional training and preparedness drills for emergency management scenarios (Completed major drill at Cornell College. Working with MV district on future training.)	1
Ensure adequate staffing for police department coverage 24/7/365 (Seek support for additional officers. Cops grant next budget.)	1

Refuse and Recycling Goal Priorities

Goal	Votes
Increase the percentage of city waste recycled (rather than disposed of in the landfill) by 10% by the start of fiscal year 2015	8
Improve the information and education for citizens related to refuse and recycling services, including the availability of special curbside pick-up (City website/newsletter)	4
Provide recycling opportunities beyond curbside service <ul style="list-style-type: none"> provide recycling containers on the streets, especially during public events provide recycling a drop-off for batteries, oil, fluorescent bulbs, styrofoam, and cardboard, etc. <u>Work with local businesses and institutions to encourage them to recycle more</u> 	4
Increase the convenience and reduce the cost for refuse removal (Rates static for next 4 years)	3
Work with local businesses and institutions to encourage them to recycle more	3

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